

ENTERPRISE FUNDS OVERVIEW

Enterprise Funds account for the acquisition, operations and maintenance of the City's facilities. These services are entirely or predominantly supported by user charges. The City periodically determines whether the revenue earned, expense incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. All activities necessary to provide services are budgeted for in these funds:

Sewer Fund

This fund is used to account for the operations of the regional sewer collection and treatment facilities operated by the City. Memphis continues to have the lowest residential, commercial and industrial waste water rates among the 1,250 largest cities in the nation. The last increase in sewer fees was in FY 2005.

Golf Fund

This fund is used to account for the operation of the municipal golf courses operated by the City. Public Golf Facilities are operated through Park Services. However, the Golf Fund is predominately supported by user charges. Increases in privately owned and commercial golf facilities have rendered the municipal golf courses with little to no new growth in revenues.



DESCRIPTION

Using the most sound engineering, economic and management principles, the Department of Environmental Engineering ensures the transport and treatment of waste water which meets community goals and stringent state and federal regulations at the minimum cost.

OPERATING BUDGET

Category	FY 2004 Actual	FY 2005 Forecast	FY 2005 Budget	FY 2006 Adopted
Sewer Fees	35,280,592	50,000,000	49,500,000	50,300,000
Sewer Connections	310,549	300,000	300,000	300,000
Special Sewer Connections	74,454	80,000	80,000	80,000
Rents	31,974	32,000	32,000	32,000
Subdivision Development Fees	2,443,283	1,600,000	2,300,000	1,600,000
<i>Total Charges for Services</i>	<i>38,140,852</i>	<i>52,012,000</i>	<i>52,212,000</i>	<i>52,312,000</i>
Interest on Investments	140,000	150,000	500,000	200,000
Total Revenues	38,280,852	52,162,000	52,712,000	52,512,000
Environmental Inspection & Preventive Maintenance	3,136,328	3,470,667	4,310,512	4,329,370
TE Maxson Treatment Plant	9,136,121	9,497,836	10,525,250	10,601,239
Maynard C. Stiles Treatment Plant	8,871,886	8,543,716	8,695,833	9,298,537
Lift Stations	939,096	956,255	973,742	1,025,900
Environmental Administration	1,332,741	1,205,642	1,254,116	1,283,084
Environmental Maintenance	4,676,784	3,965,759	3,968,851	4,254,622
Sanitary Sewer Design	529,427	679,144	688,710	792,124
Dividend to General Fund	1,300,000	1,300,000	1,300,000	1,300,000
Cost Allocation - General Fund	700,000	1,075,000	1,075,000	1,075,000
In Lieu of Tax	3,994,673	4,454,289	4,454,289	4,454,289
Payment on Debt Service	11,173,735	12,353,939	11,174,000	12,693,064
Bond Sale Expense	262,904	57,135	150,000	150,000
State Loan Principal & Interest	1,272,843	948,670	950,000	193,924
Depreciation	0	760,937	0	0
Contributions to Retained Earnings	(9,185,686)	2,893,011	3,191,697	1,060,847
Total Expenditures	38,280,852	52,162,000	52,712,000	52,512,000



OPERATING BUDGET

Category	FY 2004 Actual	FY 2005 Forecast	FY 2005 Budget	FY 2006 Adopted
Personal Services	13,433,521	13,999,859	15,258,211	16,073,607
Supplies/Services	13,750,873	14,751,468	15,138,803	15,489,269
Capital Outlay	1,507,682	(767,578)	22,000	22,000
Gross Expenditures	28,692,077	28,498,924	30,419,014	31,584,876
Expense Recoveries	(37,719)	(171,750)	(2,000)	0
Total Expenditures	28,654,358	28,327,174	30,417,014	31,584,876
Charges for Services	(31,974)	(8,156)	0	0
Total Operating Expenses	28,622,384	28,319,019	30,417,014	31,584,876
<i>Funded Staffing Level</i>	<i>253</i>	<i>264.77</i>	<i>289.00</i>	<i>289.00</i>



DESCRIPTION

Locate, identify, and correct problems in the sewer collection systems by providing both cleaning of sewer lines as preventive maintenance and clearing sewer stoppages on an emergency basis.

OPERATING BUDGET

Category	FY 2004 Actual	FY 2005 Forecast	FY 2005 Budget	FY 2006 Adopted
Personal Services	1,716,860	2,058,216	2,506,812	2,530,220
Supplies/Services	1,033,692	1,521,802	1,803,700	1,799,150
Capital	386,912	117,201	117,200	294,000
Transfer to Fixed Assets	0	(318,577)	(117,200)	(294,000)
Gross Expenditures	3,137,464	3,470,667	4,310,512	4,329,370
Expense Recoveries	(1,136)	0	0	0
Net Sewer Expenditures	3,136,328	3,470,667	4,310,512	4,329,370
<i>Funded Staffing Level</i>	<i>41</i>	<i>45.16</i>	<i>55.00</i>	<i>55.00</i>

FY 2006 GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 04	Estimated FY 05	Adopted FY 06
Protect the health of our citizens and the environment in which they live by providing quality wastewater collection in a cost-effective manner	To respond to citizen complaints in a prompt fashion and complete 75% of all stoppage calls received by the end of the same day	Percent of stoppage calls completed on same day	82.8%	80%	80%
	To prevent sewer stoppages by performing an average of three preventive maintenance calls per day	Average number of PM calls per day	10.5	7	7
		Number of miles of pipe cleaned each year	653	500	500
	To minimize the number of employees per customer served	Number of FTEs per 1,000 customers	.165	0.19	0.19

SEWER FUND**PW/ ENVIRONMENTAL INSPECTION**

Goal	Objective	Performance Measure	Actual FY 04	Estimated FY 05	Adopted FY 06
	To minimize the number of employees per mile of sewer line maintained	Number of miles of line maintained per employee (Average National Trend = 25.7 miles/employee)	73	68	68
Ensure employee skill levels remain high	To achieve 82 man-days of training per year	Number of man-days of training per year	73	82	82
Minimize the number of OJI events	To minimize the number of OJI events	Number of FTEs per lost time OJI event	40	4	4



SEWER FUND

PW/ T.E. MAXSON TREATMENT PLANT

DESCRIPTION

To properly and cost effectively treat the wastewater and dispose of the biosolids generated by the residents and industries in the southern half of Memphis and adjacent communities in compliance with the many regulatory requirements of the United States.

OPERATING BUDGET

Category	FY 2004 Actual	FY 2005 Forecast	FY 2005 Budget	FY 2006 Adopted
Personal Services	3,699,592	3,740,908	4,116,587	4,274,770
Supplies/Services	5,178,477	6,016,616	6,410,663	6,326,469
Capital	259,667	252,500	252,500	297,000
Transfer to Fixed Assets	0	(512,166)	(252,500)	(297,000)
Gross Expenditures	9,137,735	9,497,858	10,527,250	10,601,239
Expense Recoveries	(1,614)	(23)	(2,000)	0
Net Sewer Expenditures	9,136,121	9,497,836	10,525,250	10,601,239
<i>Funded Staffing Level</i>	<i>65</i>	<i>62.70</i>	<i>69.00</i>	<i>69.00</i>

FY 2006 GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 04	Estimated FY 05	Adopted FY 06
Comply with federal, state, and local regulatory agencies in an acceptable manner that is similar to or exceeds levels of comparable-sized cities	To receive a "3" rating as determined by the annual state audit	State audit rating	4.0	3.0	3.0
	To be in compliance with regulatory limitations 99 percent or more	Percent compliance	99.5%	99%	99%
Preventative Maintenance: Maintain equipment to specified standards to ensure reliable plant operation and long-term equipment life	To complete 90 percent of the preventative maintenance work orders in 30 days or less	Percent of PMs completed in 30 days	88.3%	90%	90%



SEWER FUND**PW/ T.E. MAXSON TREATMENT
PLANT**

Goal	Objective	Performance Measure	Actual FY 04	Estimated FY 05	Adopted FY 06
Planned Maintenance: Repair and/or replace equipment in an organized and timely manner to ensure reliable plant operation and long-term plant functionality	To complete 95 percent of the planned maintenance work orders in 30 days or less (net of time required for procurement of parts)	Percent of planned maintenance work orders completed in 30 days or less	88%	95%	95%
Reactive Maintenance: Repair equipment failures in a timely manner to limit downtime	To complete 95 percent of the reactive work orders in 30 days or less (net of time required for procurement of parts)	Percent of reactive maintenance completed in 30 days or less	91.5%	95%	95%
Dispose of bio-solids generated in the wastewater treatment process according to regulatory requirements; documenting amount generated	To de-water and properly dispose of as secondary sludge 40 percent of the influent total suspended solids annually	Percent of secondary sludge de-watered	20.5%	40%	40%
Ensure employee skill levels remain high	To complete an average of 3 man-days of training per year per employee	Number of man-days training per year	151	186	186
Minimize the number of OJI events	To minimize the number of OJI events by ensuring the number of FTEs per OJI event does not fall below 4	Number of FTEs per lost time OJI event	69	4	4



SEWER FUND

PW/ MAYNARD C. STILES TREATMENT PLANT

DESCRIPTION

To properly and cost effectively treat the wastewater and dispose of the biosolids generated by the residents and industries in the northern half of Memphis and adjacent communities in compliance with the many regulatory requirements of the United States.

OPERATING BUDGET

Category	FY 2004 Actual	FY 2005 Forecast	FY 2005 Budget	FY 2006 Adopted
Personal Services	3,870,569	3,918,472	4,174,573	4,415,463
Supplies/Services	4,595,705	4,841,008	4,521,260	4,883,074
Capital	439,263	355,164	373,400	373,000
Transfer to Fixed Assets	0	(597,800)	(373,400)	(373,000)
Gross Expenditures	8,905,538	8,723,386	8,695,833	9,298,537
Expense Recoveries	(1,677)	(171,689)	0	0
Total Expenditures	8,903,860	8,551,697	8,695,833	9,298,537
Charges for Services	(31,974)	(7,981)	0	0
Net Sewer Expenditures	8,871,886	8,543,716	8,695,833	9,298,537
Funded Staffing Level	64	67.58	72.00	72.00

FY 2006 GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 04	Estimated FY 05	Adopted FY 06
Comply with federal, state, and local regulatory agencies in a consistent manner that is similar to or exceeds level of comparable sized cities	To receive a "3" rating as determined by the annual state audit	State audit rating	3.25	3.0	3.0
	To be in compliance with regulatory limitations 99 percent or more	Percent compliance	100%	99%	99%



SEWER FUND**PW/ MAYNARD C. STILES
TREATMENT PLANT**

Goal	Objective	Performance Measure	Actual FY 04	Estimated FY 05	Adopted FY 06
Preventative Maintenance: Maintain equipment as specified by the manufacturer or standard maintenance practices in a timely manner to ensure reliable plant operation and long-term equipment life	To complete 90 percent of the preventative maintenance work orders in 30 days or less	Percent of PMs completed in 30 days	90.5%	90%	90%
Planned Maintenance: Repair and/or replace equipment in an organized and timely manner to ensure reliable plant operation and functionality	To complete 95 percent of the planned maintenance work orders in 30 days or less (not including time required for procurement of parts)	Percent of planned maintenance completed in 30 days	99.8%	95%	95%
Reactive Maintenance: Repair equipment failures in a timely manner to ensure reliable plant operation and limit downtime	To complete 95 percent of the reactive work orders in 30 days or less (not including time required for procurement of parts)	Percent of reactive maintenance completed in 30 days or less	98%	95%	95%
Dispose of bio-solids generated in the wastewater treatment process according to regulatory requirements; documenting amount generated	To de-water and properly dispose of 50 percent of the influent total suspended solids annually	Percent of sludge de-watered	39.3%	50%	50%
Ensure employee skill levels remain high	To complete an average of 3 man-days of training per year per employee	Number of man-days of training per year	188	201	201
Minimize the number of OJI events	To minimize the number of OJI events by ensuring the number of FTEs per OJI event does not fall below 4	Number of FTEs per lost time OJI event	210	4	4



SEWER FUND

PW/ SEWER LIFT STATIONS

DESCRIPTION

To provide dependable transport of wastewater through pump stations without interruption of service or discharge of pollutants into nearby streams.

OPERATING BUDGET

Category	FY 2004 Actual	FY 2005 Forecast	FY 2005 Budget	FY 2006 Adopted
Personal Services	489,299	520,840	519,212	560,870
Supplies/Services	428,711	409,534	454,530	465,030
Capital	21,482	56,350	54,200	24,000
Transfer to Fixed Assets	0	(56,350)	(54,200)	(24,000)
Gross Expenditures	939,491	956,430	973,742	1,025,900
Expense Recoveries	(395)	0	0	0
Total Expenditures	939,096	956,430	973,742	1,025,900
Charges for Services	0	(175)	0	0
Net Sewer Expenditures	939,096	956,255	973,742	1,025,900
Funded Staffing Level	9	9.00	9.00	9.00

FY 2006 GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 04	Estimated FY 05	Adopted FY 06
Protect the health of our citizens and the environment in which they live by providing quality wastewater pumping services in a cost-effective manner	To operate the pump stations with less than 40 after-hours pump station failures during the fiscal year (not including electrical power failures)	Number of after-hours lift station failures	48	39	40
	To maximize the number of lift stations maintained by maintenance staff, excluding managerial and clerical staff	Number of stations maintained per FTE	14	12	12
	To ensure the number of stations with run time of pumps greater than 21 percent does not exceed five on an average annual basis	Number of stations with run time of pumps greater than 21 percent	3.5	5	5



SEWER FUND**PW/ SEWER LIFT STATIONS**

Goal	Objective	Performance Measure	Actual FY 04	Estimated FY 05	Adopted FY 06
Minimize the number of OJI events	To minimize the number of lost time OJI events	Number of FTEs per lost time OJI event	40	4	4
Ensure employee skill levels remain high	To complete 18 man-days of training per year	Number of man-days of training per year	17	18	18



SEWER FUND

PW/ ENVIRONMENTAL ADMINISTRATION

DESCRIPTION

The mission of all Environmental Administration functions is to provide the highest level of environmental services, while charging a user fee that is consistently the lowest in the nation.

OPERATING BUDGET

Category	FY 2004 Actual	FY 2005 Forecast	FY 2005 Budget	FY 2006 Adopted
Personal Services	636,851	658,612	709,217	717,384
Supplies/Services	695,889	547,040	544,900	565,700
Gross Expenditures	1,332,741	1,205,652	1,254,117	1,283,084
Expense Recoveries	0	(10)	0	0
Net Sewer Expenditures	1,332,741	1,205,642	1,254,117	1,283,084
<i>Funded Staffing Level</i>	9	9.28	10.00	10.00

FY 2006 GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 04	Estimated FY 05	Adopted FY 06
Maintain sewer fees as the lowest in the nation	To increase efficiency and competitiveness of all environmental services so that Memphis will continue to have the lowest residential, commercial, and industrial wastewater rates among the 150 largest cities in the nation	Ranking of sewer rates among 150 of the largest cities	Lowest	Lowest	Lowest
Ensure employee skill levels remain high	To complete 45 man-days of training per year	Number of man-days of training per year	57	45	45



SEWER FUND

PW/ ENVIRONMENTAL MAINTENANCE

DESCRIPTION

To provide construction-type repairs to the sewer system in a timely and cost-effective manner.

OPERATING BUDGET

Category	FY 2004 Actual	FY 2005 Forecast	FY 2005 Budget	FY 2006 Adopted
Personal Services	2,615,998	2,659,944	2,797,351	3,037,133
Supplies/Services	1,693,324	1,183,191	1,171,500	1,217,489
Capital	400,358	407,700	407,700	220,000
Transfer to Fixed Assets	0	(475,599)	(407,700)	(220,000)
Gross Expenditures	4,709,680	3,965,787	3,968,851	4,254,622
Expense Recoveries	(32,896)	(28)	0	0
Net Sewer Expenditures	4,676,784	3,965,759	3,968,851	4,254,622
Funded Staffing Level	55	57.05	60.00	62.00

FY 2006 GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 04	Estimated FY 05	Adopted FY 06
Protect the health of our citizens and the environment they live in by providing construction-type repairs to the sanitary sewer system in a timely and cost-effective manner	To complete repairs within 30 days from date of original complaint (not including sidewalk replacement)	Average number of days to install residential connection	16	30	30
		Average number of days to install commercial connection	16	30	30
		Average number of days for contractor connection repairs	18	30	30
		Average number days to stabilize sewer trenches	15	30	30



SEWER FUND**PW/ ENVIRONMENTAL
MAINTENANCE**

Goal	Objective	Performance Measure	Actual FY 04	Estimated FY 05	Adopted FY 06
	To complete connection repairs and main line repairs in an average of 21 days from date of original complaint (not including sidewalks)	Average number of days for City connection repairs	10	21	21
		Average number of days for mainline repairs	12	21	21
	To increase efficiency by minimizing the number of FTEs per 1,000 customers	Number of FTEs per 1,000 customers	.23	.27	.27
	To increase efficiency by maximizing the number of miles of line maintained per FTE	Number of miles of sewer line maintained per FTE (Average national trend=25.7 miles/FTE)	64	50	50
Ensure employee skill levels remain high	To achieve 112 man-days of training per year	Number of man-days of training per year	161	112	112
Minimize the number of OJI events	To minimize the number of OJI events by ensuring the number of FTEs per OJI event does not fall below 4	Number of FTEs per lost time OJI event	40	4	4



DESCRIPTION

To provide quality and timely sewer design services and maintain accurate sewer plan records so that sanitary sewer service can be provided to new developments.

OPERATING BUDGET

Category	FY 2004 Actual	FY 2005 Forecast	FY 2005 Budget	FY 2006 Adopted
Personal Services	404,352	442,867	434,460	537,767
Supplies/Services	125,075	232,277	232,250	232,357
Capital	0	4,000	22,000	22,000
Net Sewer Expenditures	529,427	679,144	688,710	792,124
<i>Funded Staffing Level</i>	<i>10</i>	<i>14.00</i>	<i>14.00</i>	<i>12.00</i>

FY 2006 GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 04	Estimated FY 05	Adopted FY 06
Provide 90 percent of Environmental engineering design needs	To deliver approved CIP contract plan sets for bid within 6 months of receipt of survey data	Percent of CIP project design completed	100%	100%	100%
	To keep design costs less than 10 percent of construction costs	Percent of design cost to construction costs	10%	10%	100%



SEWER FUND

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>PW/ Environmental Inspection</u>		MGR-WTP	1
ENGINEER-ENVIR	1	MGR-INDUST WASTE MONITOR	1
SUPER-SHIFT/PUBLIC WORKS	4	MGR-WTP/MNT	1
SCHEDULER-PLANNER	1	MGR-WTP PROCESSING	1
DISPATCHER	5	CHEMIST-WTP	1
MECHANIC-MNT/WTP I	1	SUPER-WTP OPERATIONS	1
OPER-STOPPAGE/SEWER	12	SUPER-O&M SHIFT	1
INSPECTOR-POLLUTION CTL	8	CHEMIST-QUALITY CONTROL	1
AIDE-POLLUTION CTL	9	TECH-INDUST PRETREATMENT	2
CREWPERSON-SEMISKILL	14	CLERK-INVENT CONTROL/SR	1
CLERK-GENERAL/A	1	ELECT-MNT/WTP	2
Total PW/ Environmental Inspection	56	OPER-HEAVY EQUIP	3
		TECH-CONTROL / WTP	3
<u>PW/ T.E. Maxson Treatment Plant</u>		MECHANIC-MNT/WTP II	4
FOREMAN GEN-WTP E&I	1	MECHANIC-SHOP	1
FOREMAN GEN-WTP MECH	3	MECHANIC-MNT/WTP I	8
MGR-WTP	1	OPER-WASTE TREAT II	8
MGR-WTP/MNT	1	CHEMIST-ASST/WTP	1
MGR-WTP PROCESSING	1	OPER-WASTE TREAT I	1
SUPER-WTP OPERATIONS	1	OPER-MECHANICAL	13
SUPER-O&M SHIFT	4	INSPECTOR-POLLUTION CTL	2
CLERK-INVENT CONTROL/SR	1	ANALYST-LAB	6
ELECT-MNT/WTP	2	AIDE-POLLUTION CTL	1
OPER-HEAVY EQUIP	2	PAINTER	1
TECH-CONTROL / WTP	3	CUSTODIAN	1
MECHANIC-MNT/WTP II	6	CLERK-GENERAL/A	2
MECHANIC-SHOP	1	Total PW/ Maynard C. Stiles Treatment Plant	74
MECHANIC-MNT/WTP I	13		
OPER-WASTE TREAT II	8	<u>PW/ Sewer Lift Stations</u>	
OPER-WASTE TREAT I	3	FOREMAN GEN-STATIONARY ENGR	1
SLUDGE SPREADER	8	MGR-SEWER LIFT STAT MNT	1
OPER-MECHANICAL	8	ENGINEER-STATIONARY II	1
PAINTER	1	ENGINEER-STATIONARY I	2
CLERK-GENERAL/B	1	HELPER-MAINTENANCE	3
SECRETARY B	1	PAINTER	1
Total PW/ T.E. Maxson Treatment Plant	70	Total PW/ Sewer Lift Stations	9
<u>PW/ Maynard C. Stiles Treatment Plant</u>			
ENGINEER A (RNT)	1	<u>PW/ Environmental Administration</u>	
COORD-INDUST PRETREAT ENG	1	ENGINEER-ENVIR	2
SPEC-INDUST PRETREATMENT	1	CLERK-ACCOUNTING/B	2
FOREMAN GEN-WTP E&I	1	SECRETARY A	1
FOREMAN GEN-WTP MECH	2	COORD-SEWER CONSTRUCTION	1



SEWER FUND

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
ADMR-ENVIRON ENGINEERING	1		
ADMR-ENVIR CONST & ADMIN	1		
ADMR-WASTE COLL FAC	1		
ADMR-WTP-FACILITIES	1		
Total PW/ Environmental Administra- tion	10		
<u>PW/ Environmental Maintenance</u>			
MGR-ENVIR PROJECT	1		
FOREMAN-SEWER MNT	4		
MGR-ENVIRONMENTAL MNT	1		
SUPER-SEWER MNT	1		
SUPER-SHIFT/PUBLIC WORKS	4		
SCHEDULER-PLANNER	1		
CLERK-INVENT CONTROL/SR	1		
DISPATCHER	1		
OPER-BACK HOE	3		
OPER-HEAVY EQUIP	4		
MECHANIC-H EQUIP	2		
MECHANIC-MNT/WTP I	1		
PIPELAYER	26		
CONCRETE WORKER	10		
CLERK-GENERAL/A	1		
CLERK-GENERAL/B	1		
Total PW/ Environmental Maintenance	62		
<u>ENG/ Sanitary Sewer Design</u>			
ENGINEER A (RNT)	1		
ENGINEER-SR DESIGN	1		
ENGINEERING DESIGNER/AA	2		
TECH-ENGINEER/AA	2		
TECH-ENG/A	1		
INSPECTOR-ZONE CONST	4		
SECRETARY B	1		
Total ENG/ Sanitary Sewer Design	12		
<u>TOTAL SEWER FUND</u>	<u>293</u>		



GOLF FUND

DESCRIPTION

Provide quality public golf facilities that will enable golfers of all levels to enhance their enjoyment of the game with no tax burden on the citizens of Memphis.

OPERATING BUDGET

Category	FY 2004 Actual	FY 2005 Forecast	FY 2005 Budget	FY 2006 Adopted
Personal Services	2,529,002	2,395,823	2,800,572	2,123,573
Supplies/Services	2,552,186	1,277,722	2,132,997	1,893,163
Operating Transfers Out	287,754	287,382	287,382	291,622
Inventory	141,494	85,141	154,871	132,121
Capital	33,300	0	0	0
Total Expenditures	5,543,736	4,046,614	5,375,822	4,440,479
Charges for Services	(3,236,912)	(3,856,055)	(4,060,729)	(4,229,523)
Operating Transfers In General Fund	0	0	0	219,274
Net Income (Loss)	(2,306,824)	(190,559)	(1,315,093)	8,318
<i>Funded Staffing Level</i>	<i>46</i>	<i>60.73</i>	<i>71.00</i>	<i>37.00</i>

FY 2006 GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 04	Estimated FY 05	Adopted FY06
Provide a positive golf experience for all golfers from the time they book a tee time until they leave	To monitor the 24 hour internet and automated telephone system tee time booking process	Number of tee time bookings from the internet	521	1,500	2,000
		Number of tee time bookings from automated telephone system	3,075	3,500	4,000
	To provide "Extra Effort" customer service training to golf shop employees	Number of employees trained	60	60	80
	To perform quarterly routine inspections of all Golf Clubhouses	Number of inspections	28	28	31



GOLF FUND

Goal	Objective	Performance Measure	Actual FY 04	Estimated FY 05	Adopted FY 06
	To maintain and improve golf course conditions to ensure compliance with Park Services regulations and standards by June 2006	Number of courses in compliance	1	8	8
	To maintain or our Memphis Poll rating	Memphis Poll rating	86%	89%	89%



GOLF FUND**AUTHORIZED COMPLEMENT**

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Golf - Enterprise</u>			
FOREMAN-GOLF COURSE MNT	8		
MGR-FACILITY/GOLF	6		
SUPER-GOLF	2		
ADMR-GOLF ENTERPRISE	1		
TREE TRIMMER	3		
DRIVER-TRUCK	16		
SECRETARY B	<u>1</u>		
Total Golf - Enterprise	37		
 <u>TOTAL GOLF FUND</u>	 <u>37</u>		

